



The 2021 Stakeholder Conference

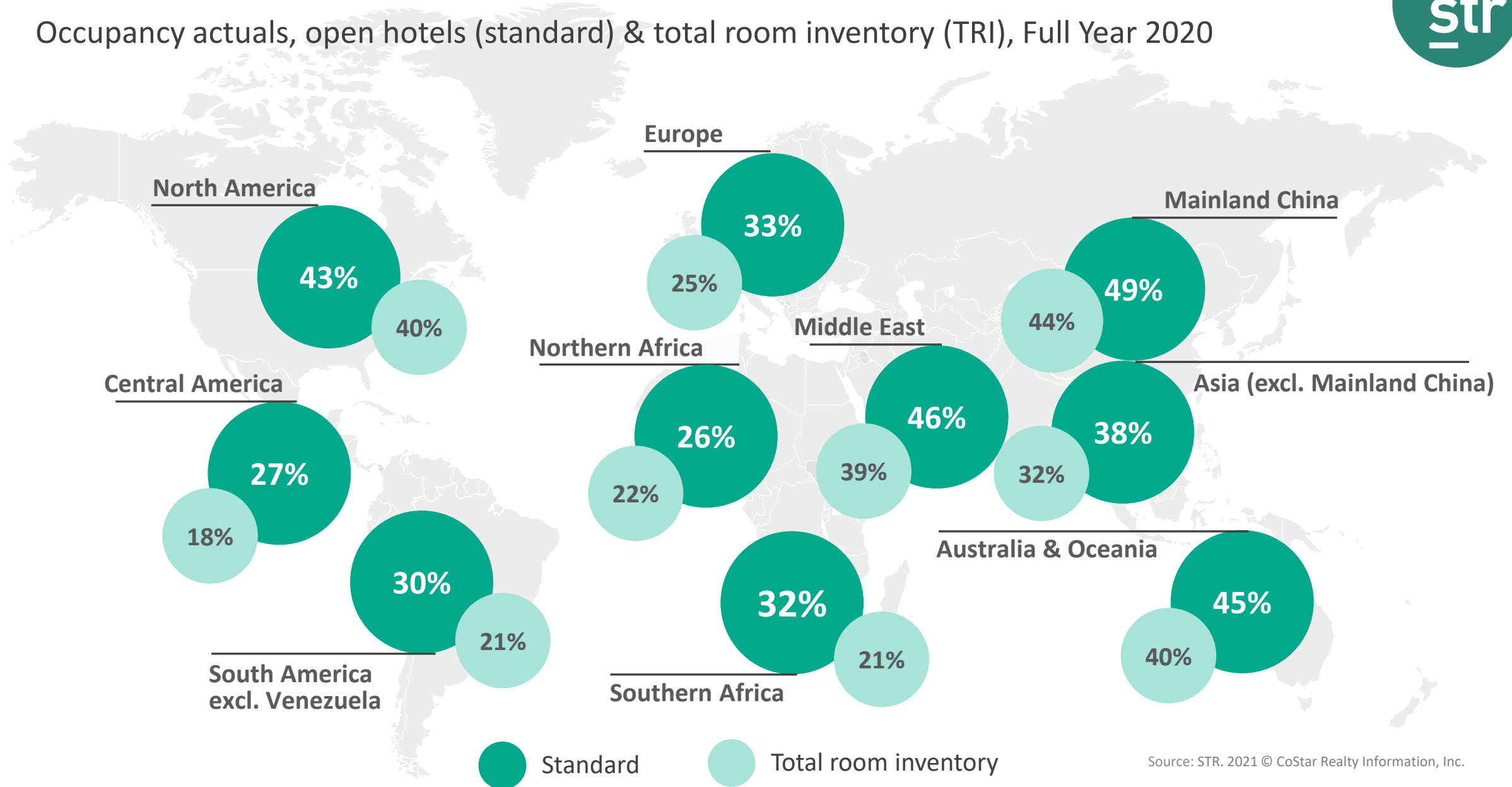
27 October 2021

Philip Wooller – Area Director MEA

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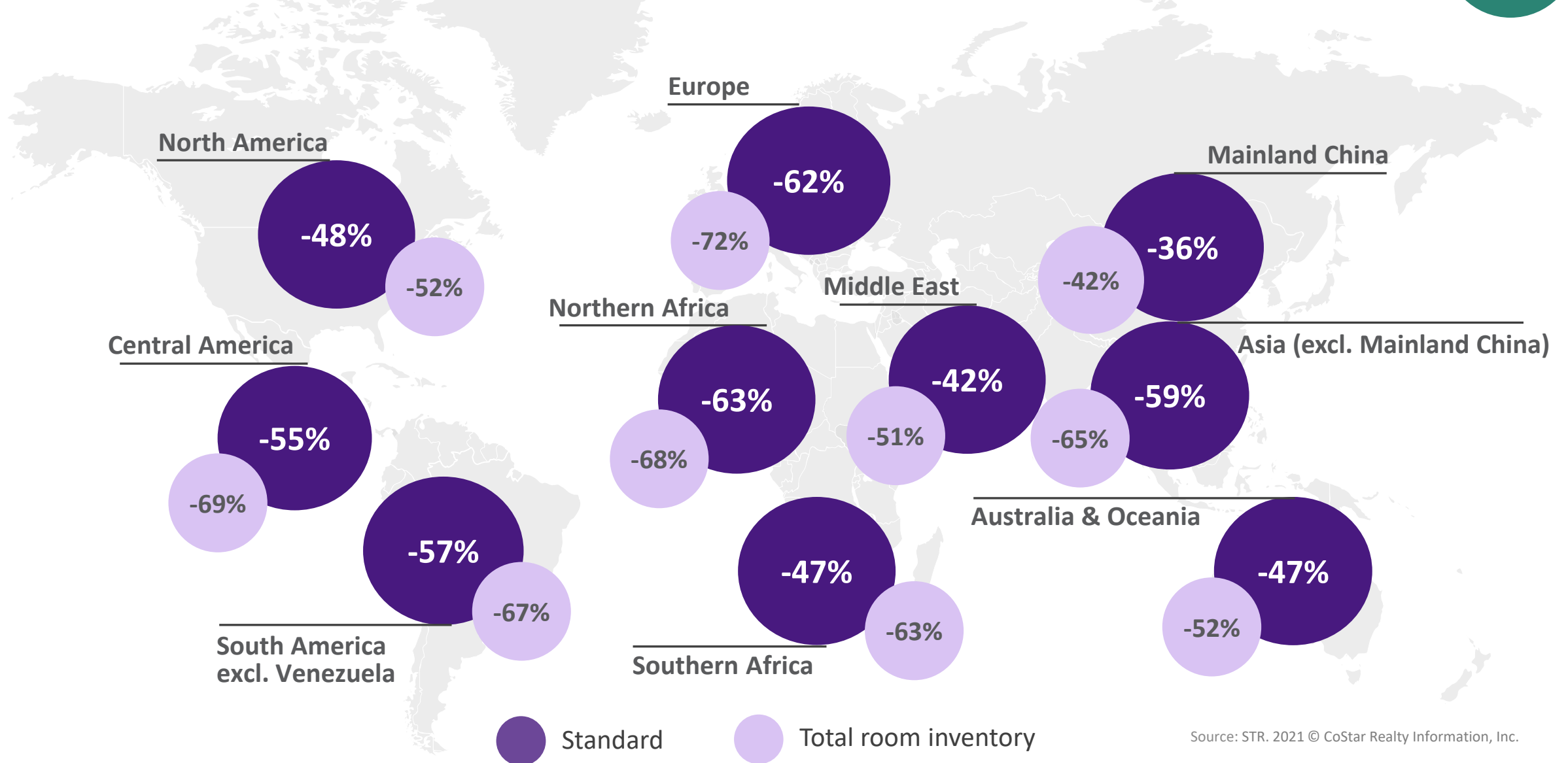
2020 was the bottom – TRI occupancies range from 18% to 44%

Occupancy actuals, open hotels (standard) & total room inventory (TRI), Full Year 2020



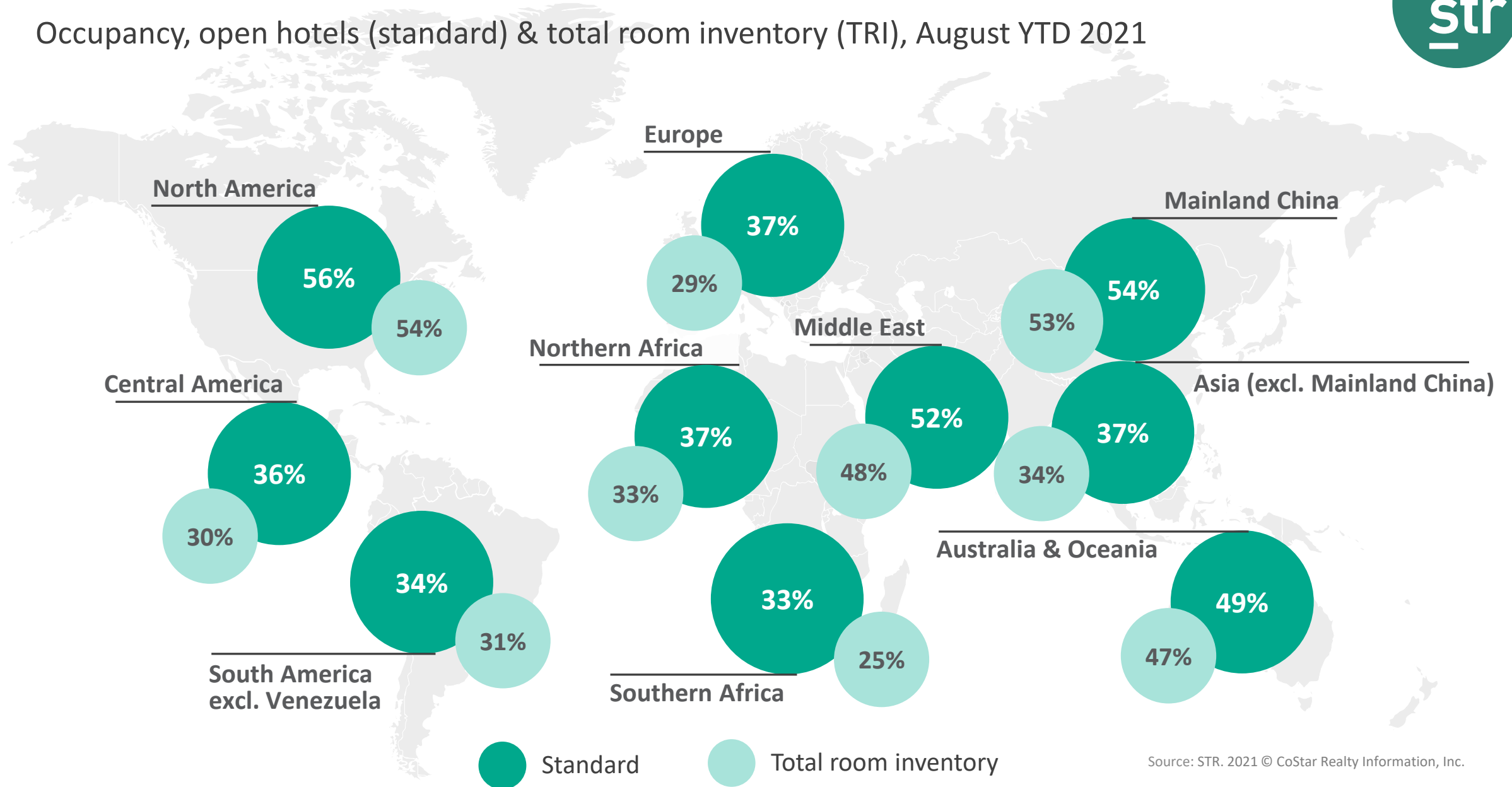
... and RevPAR was down > 50% most places, Europe down 72%

RevPAR % Change, CC, USD, open hotels (standard) & total room inventory (TRI), Full Year 2020



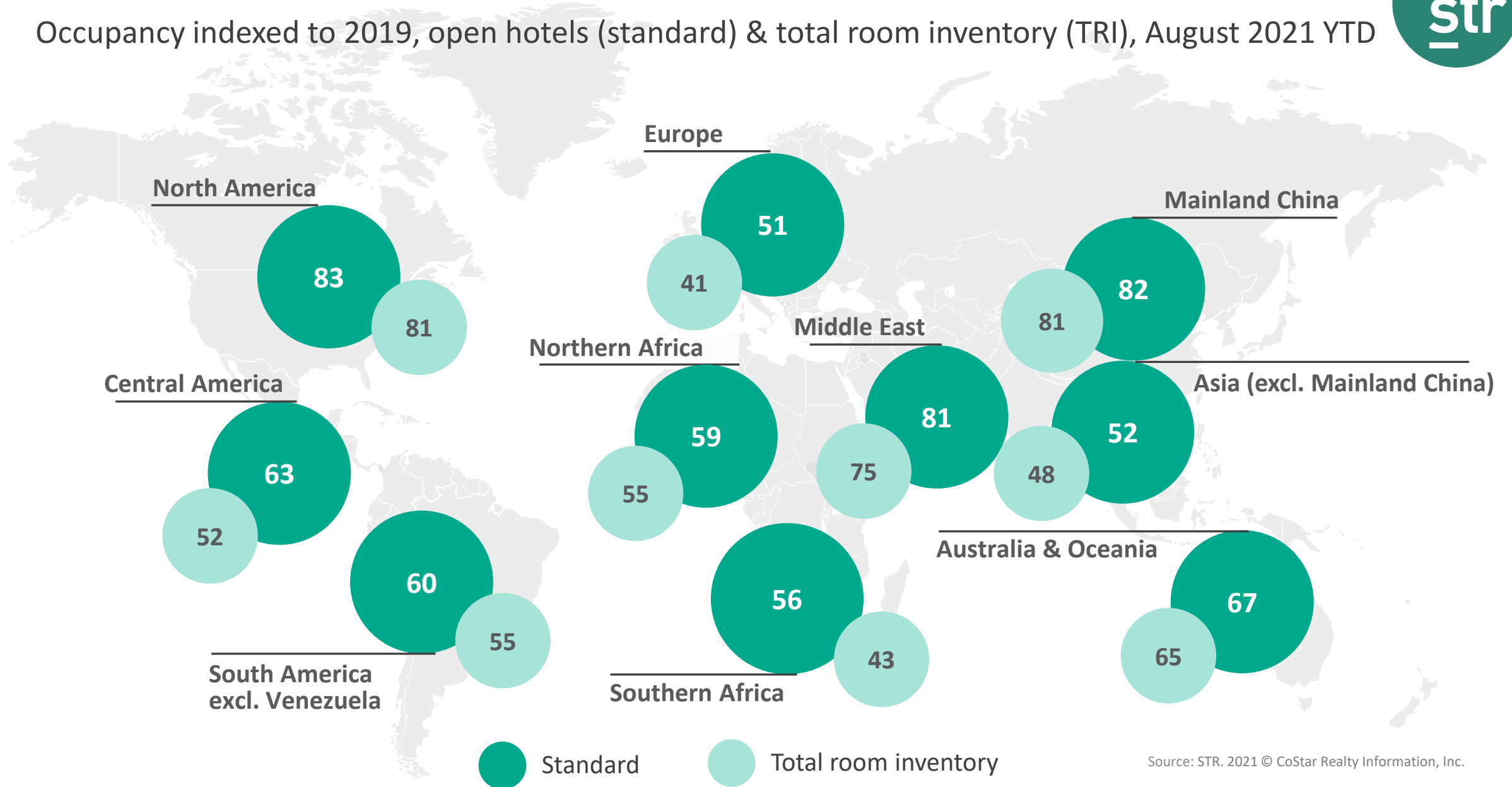
Halfway through 2021, recovery is underway but pace varies

Occupancy, open hotels (standard) & total room inventory (TRI), August YTD 2021



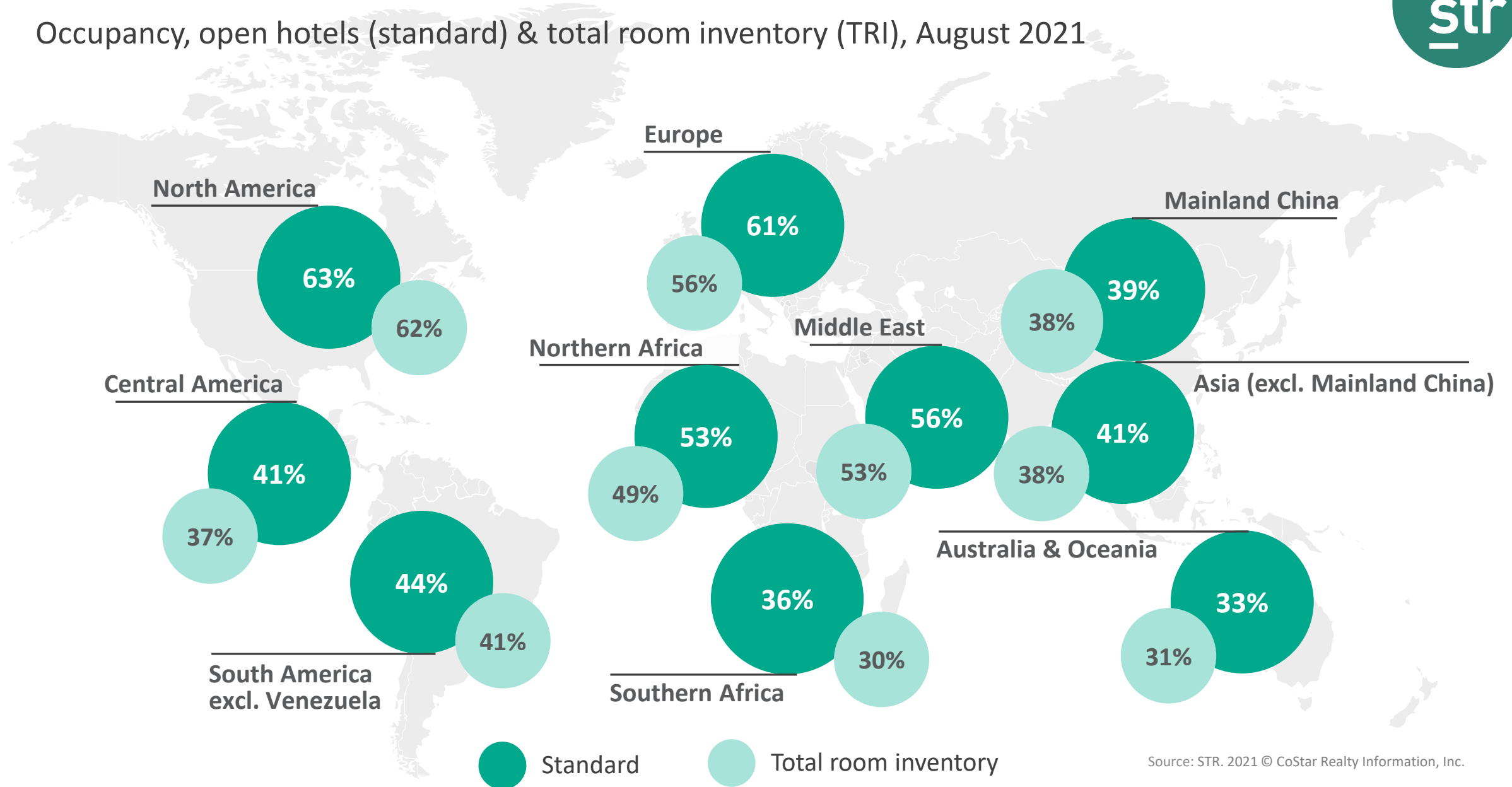
Indexed to 2019 only Europe less than halfway back

Occupancy indexed to 2019, open hotels (standard) & total room inventory (TRI), August 2021 YTD



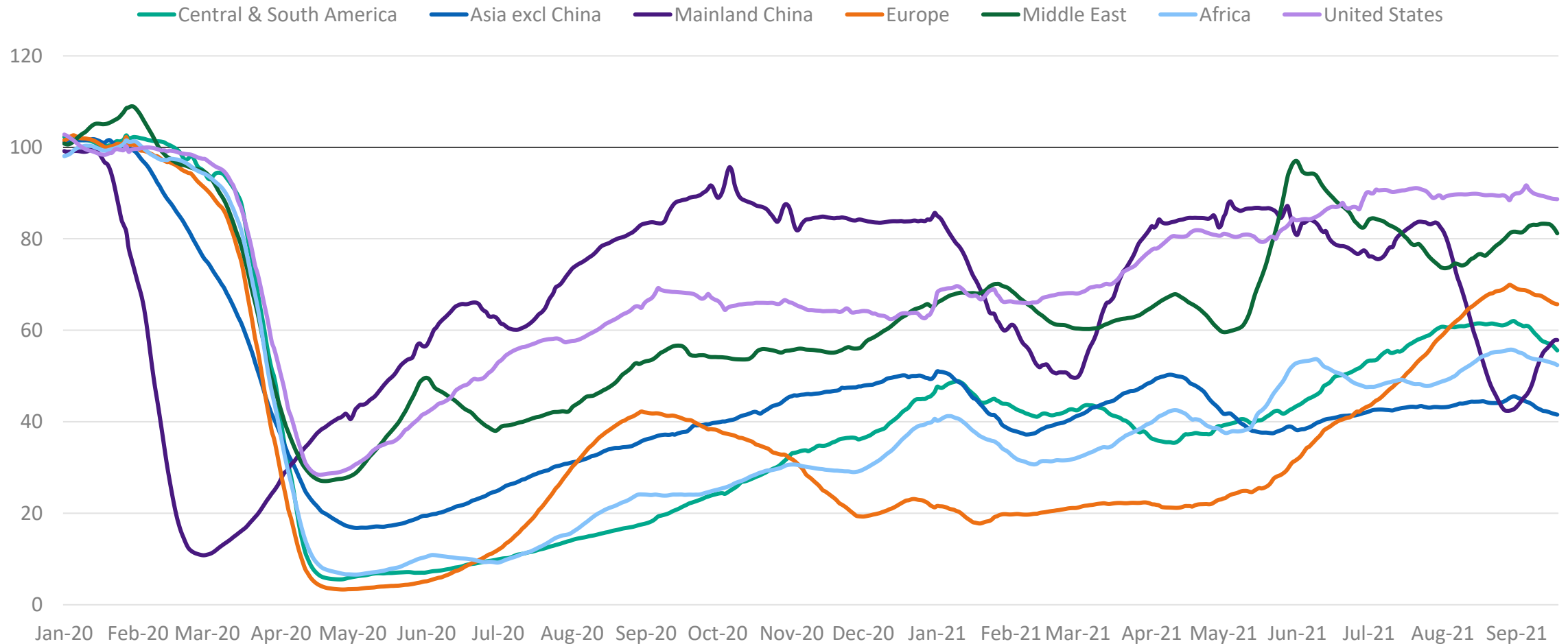
Summer may be the game changer we need

Occupancy, open hotels (standard) & total room inventory (TRI), August 2021



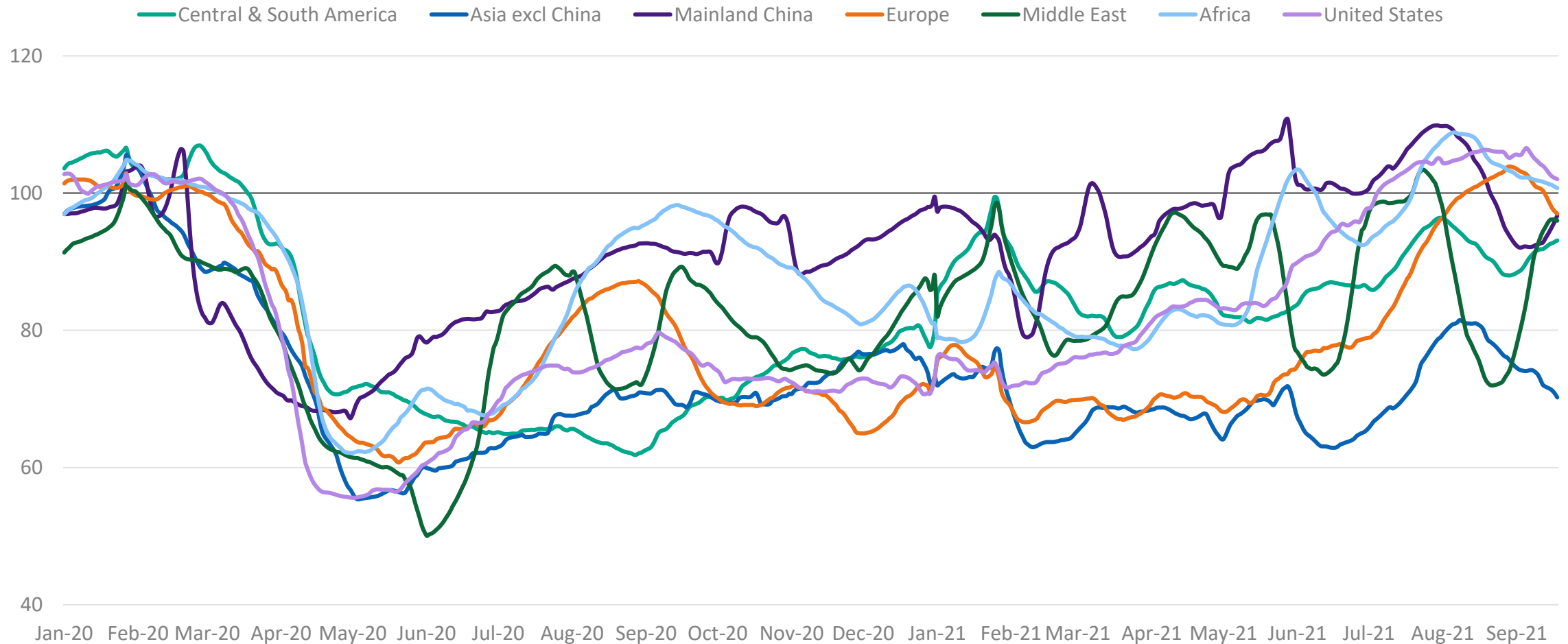
Occ is mostly trending in the right direction

Rolling 28 days occupancy (full inventory) indexed to 2019, January 2020 – September 2021



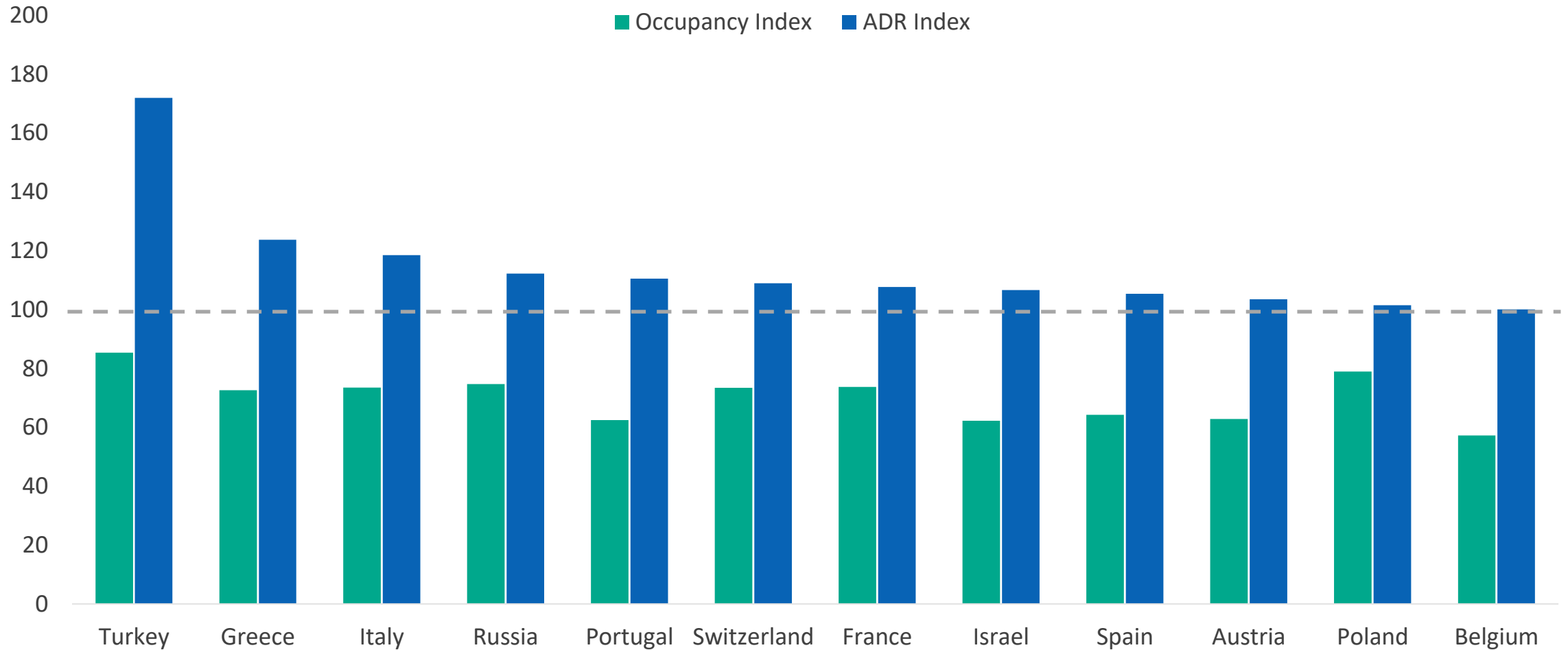
... and ADR has shown how quickly it can bounce back

Rolling 28 days ADR, USD CC, indexed to 2019, January 2020 – September 2021



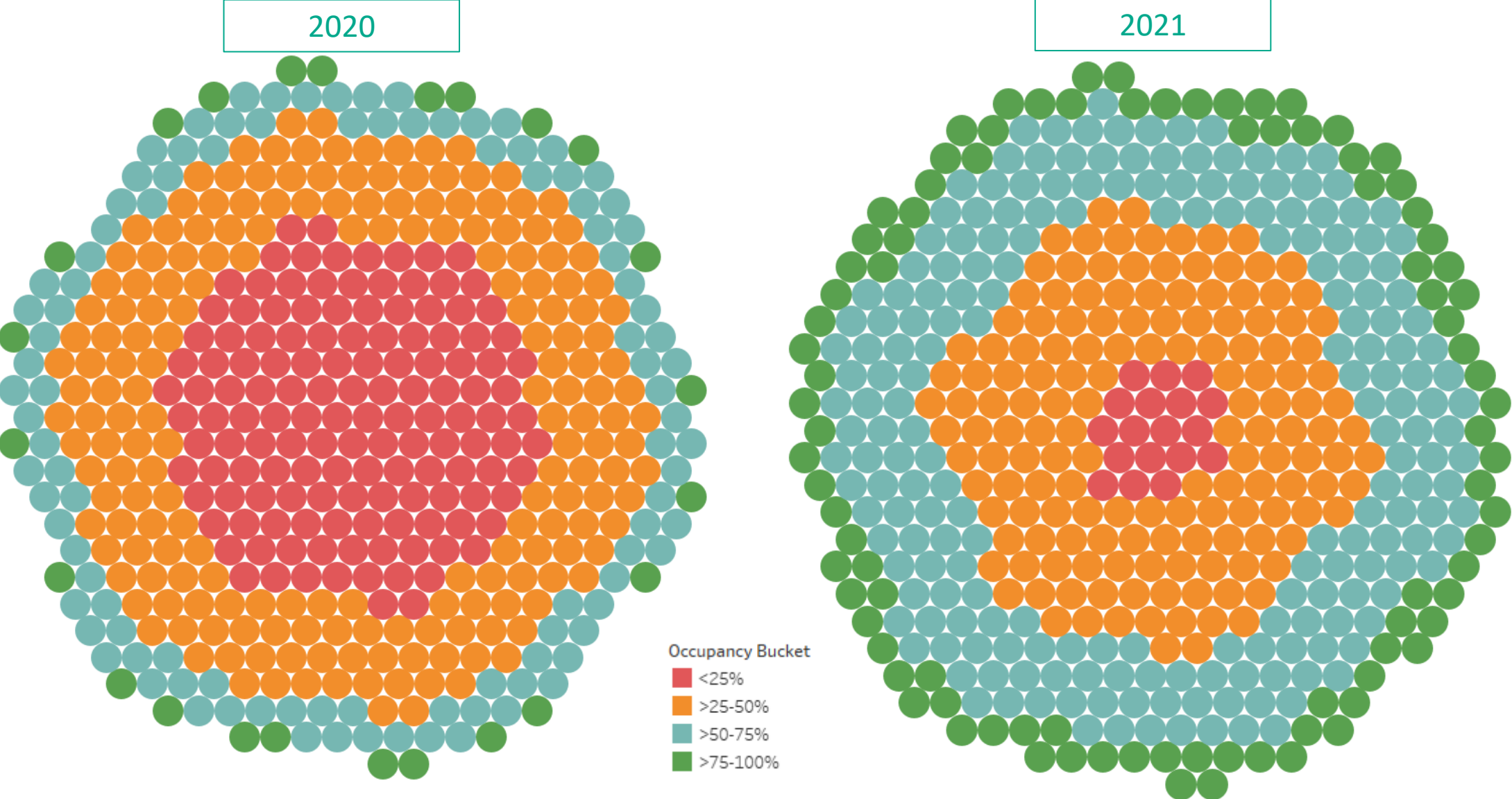
European rates recover ahead of occupancy

Countries with highest ADR index, Occupancy (TRI) and ADR (EUR, CC) indexed to 2019, Aug 2021



Summer of 2021 has been better than 2020

Europe, Last week of August Occupancy (TRI), this year vs last year



Middle East

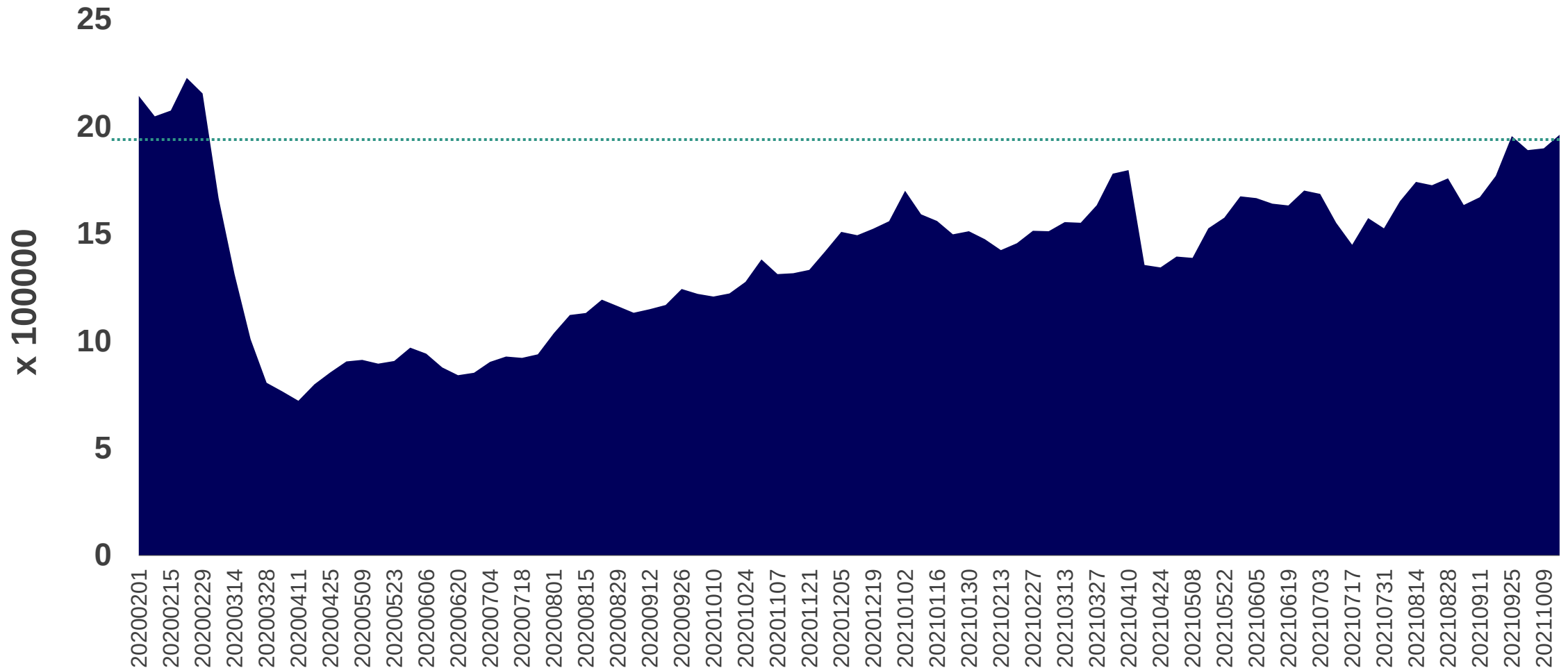




Demand dynamics

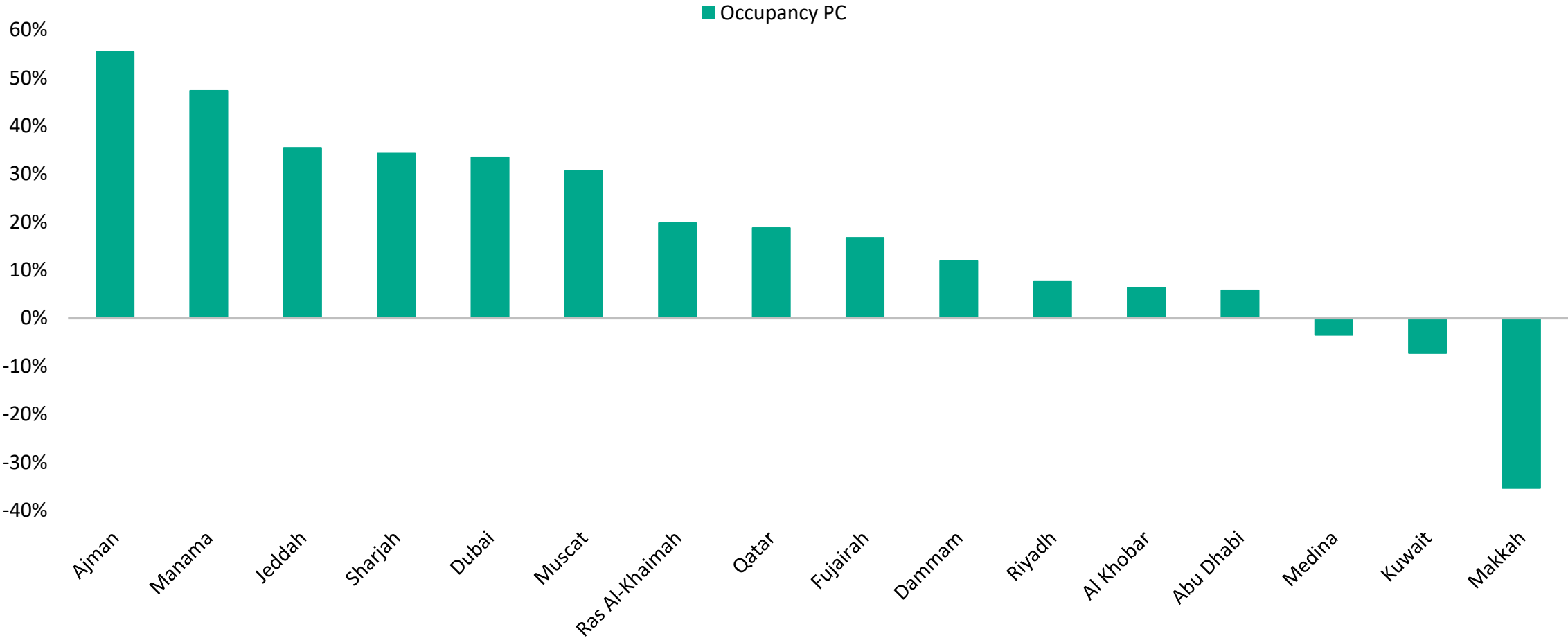
Middle East demand running at 2m rooms sold

Total actual demand by Week – 1st February 2020 to 15th October 2021



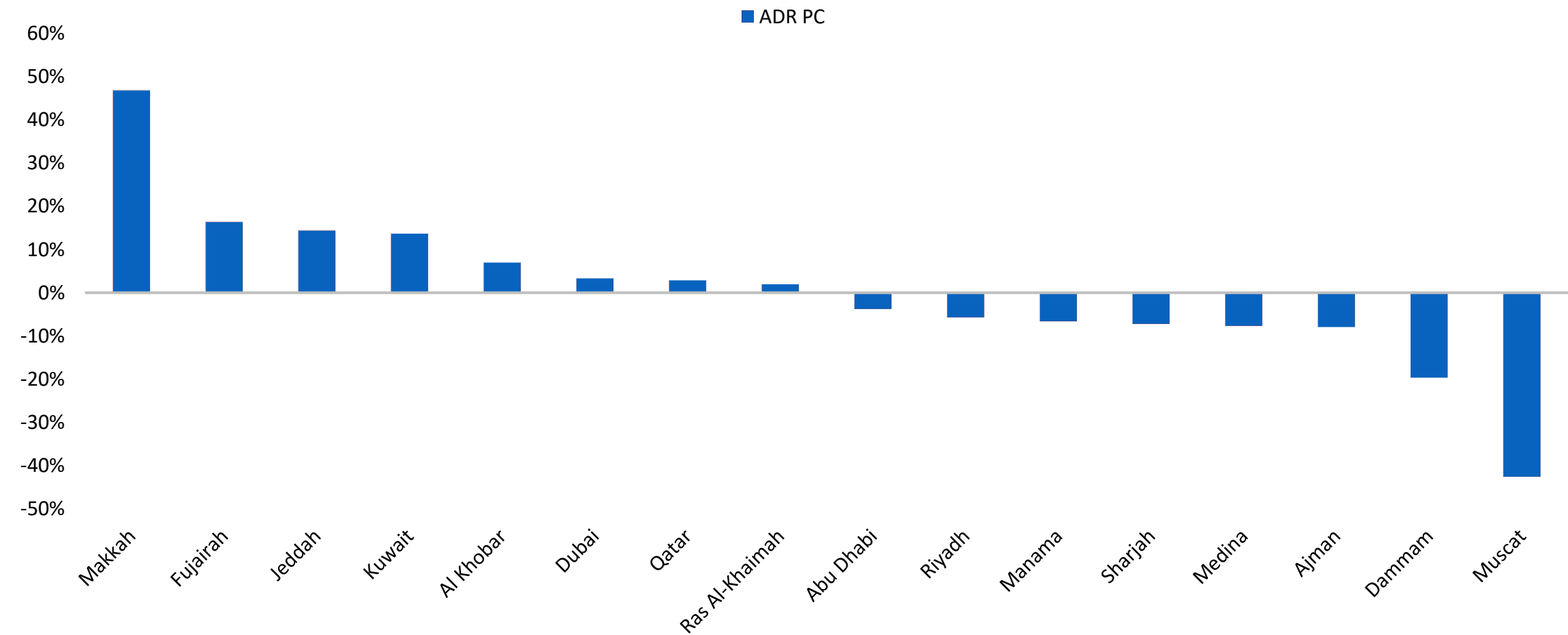
Occupancy well above 2020 levels

Occ % change, Sep YTD 2021, USD



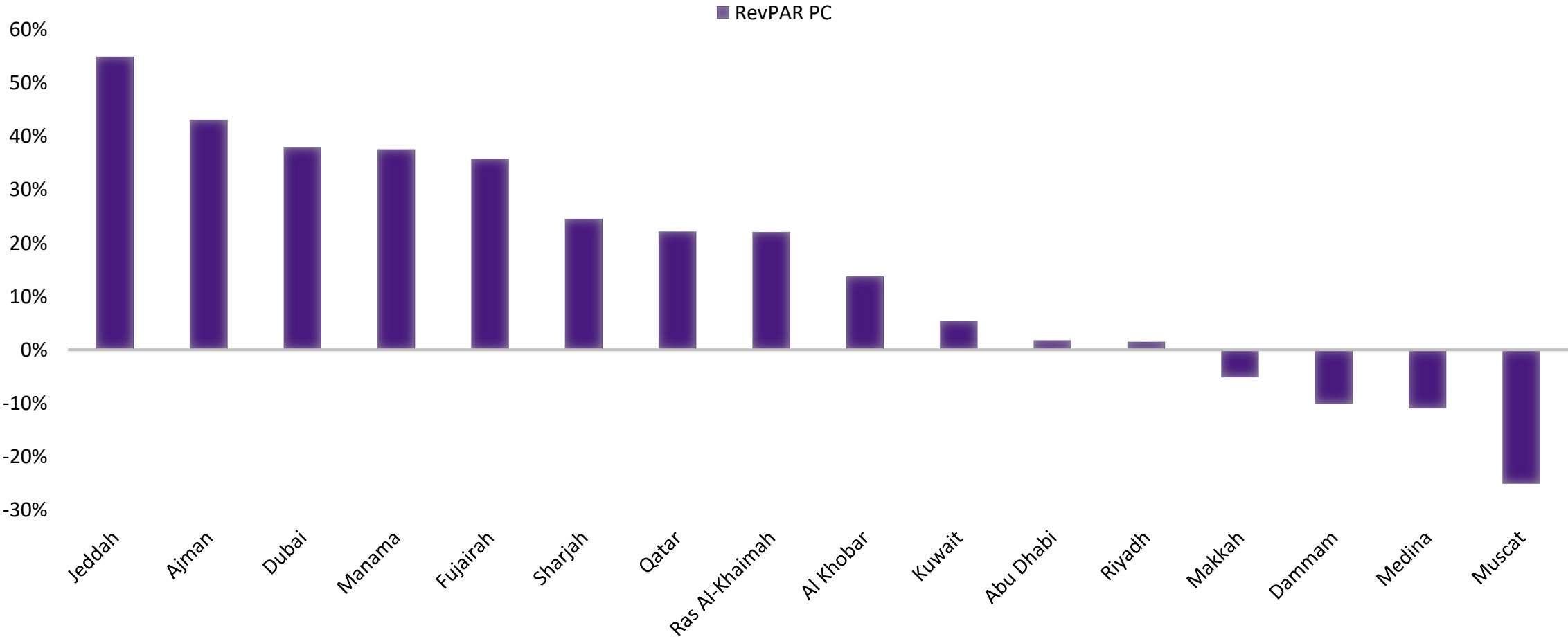
ADR didn't drop much in 2020 and still growing in 2021

ADR % change, Sep YTD 2021, USD



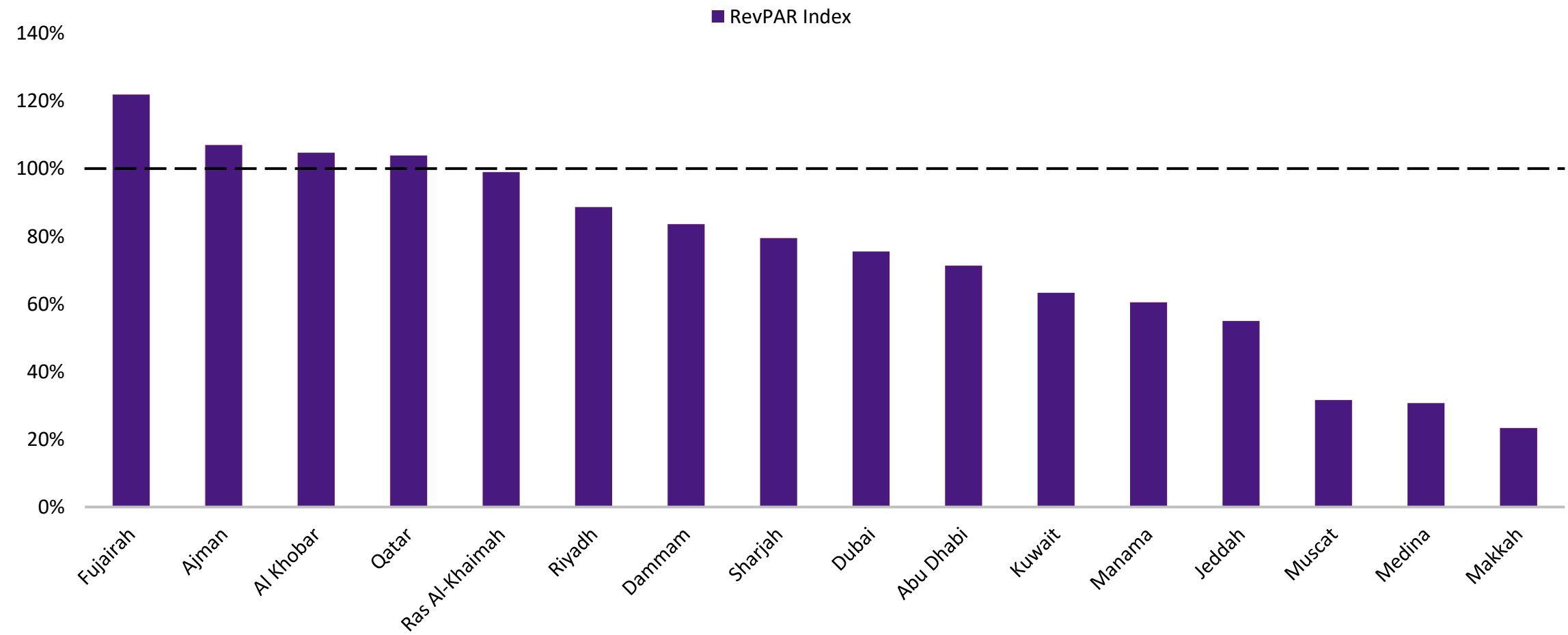
YoY RevPAR Growth for most

RevPAR % change, Sep YTD 2021, USD



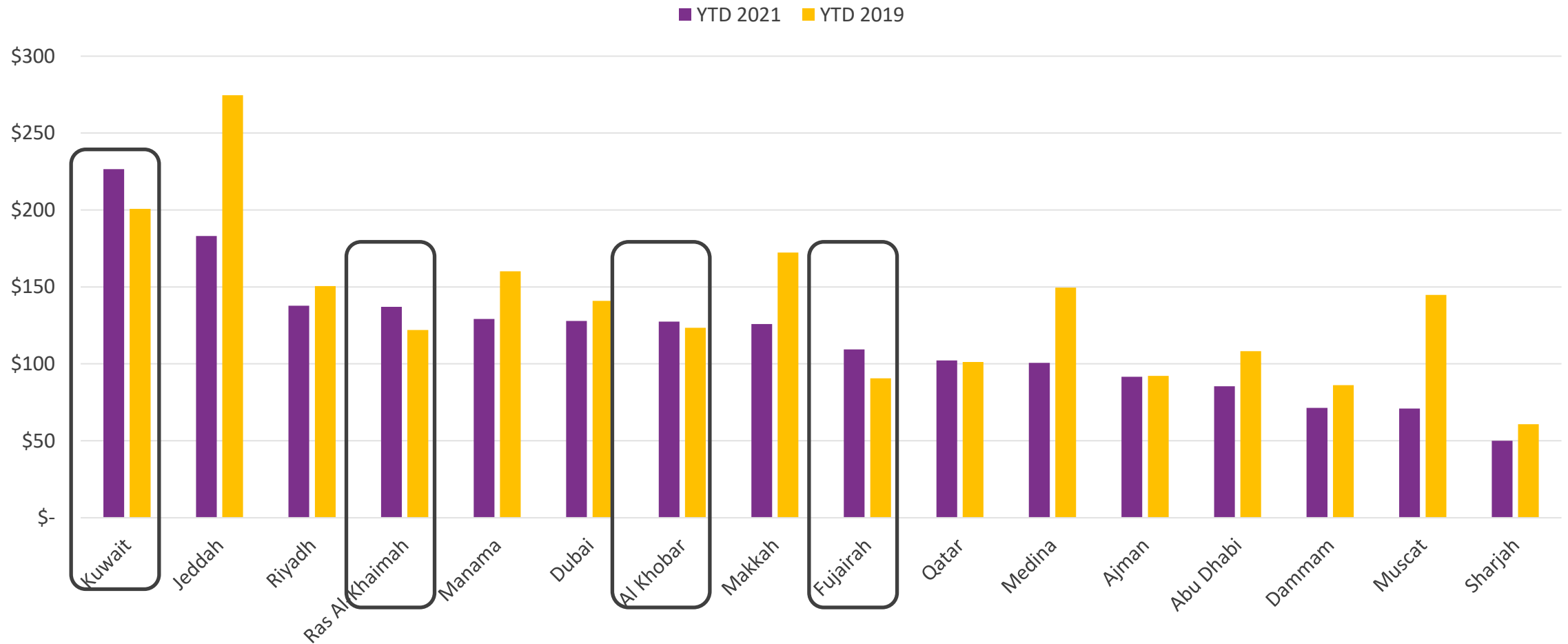
And even RevPAR growth from 2019 levels

RevPAR indexed to Aug YTD 2019, USD, Aug YTD 2021



Rates close, and in some cases even above 2019 levels

ME cities, ADR, USD, YTD Aug 2019 v 2021



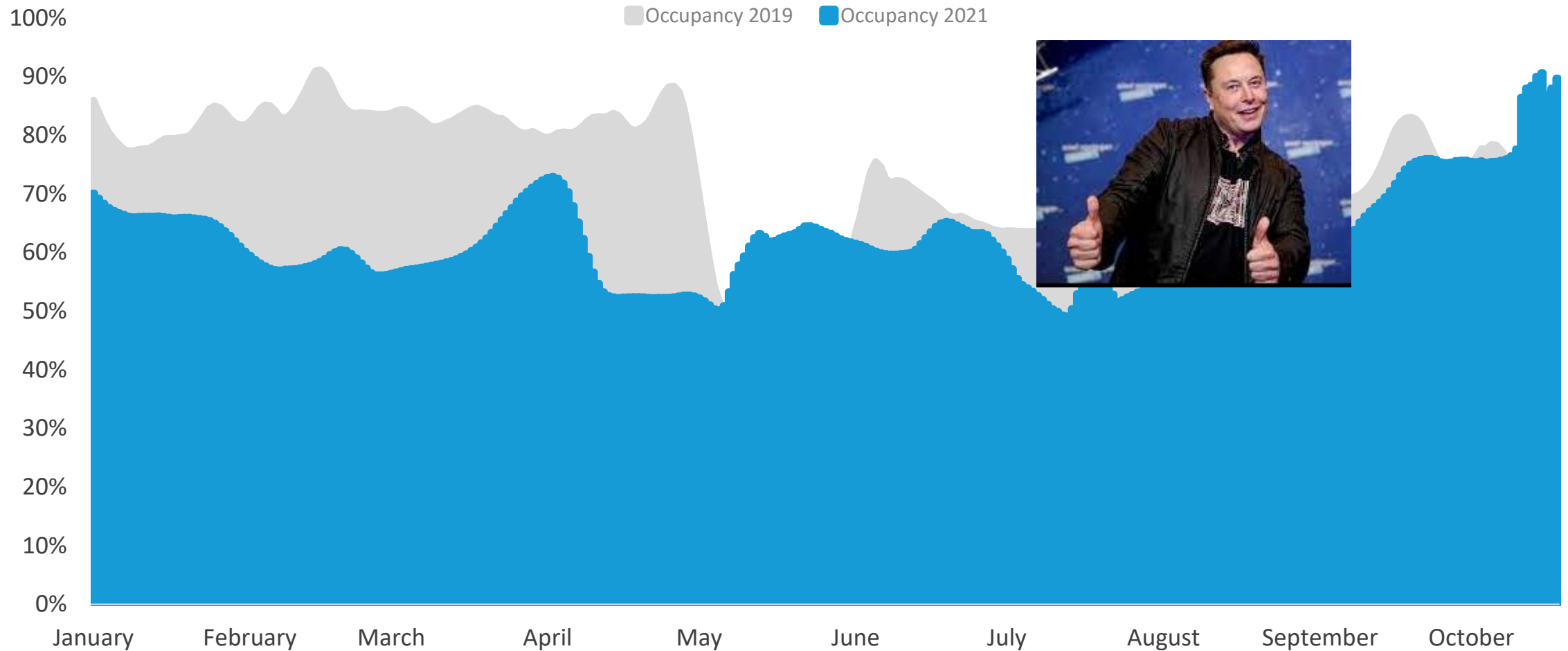
Luxury ADR trending at 406 USD in October 2021 !!

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\$406

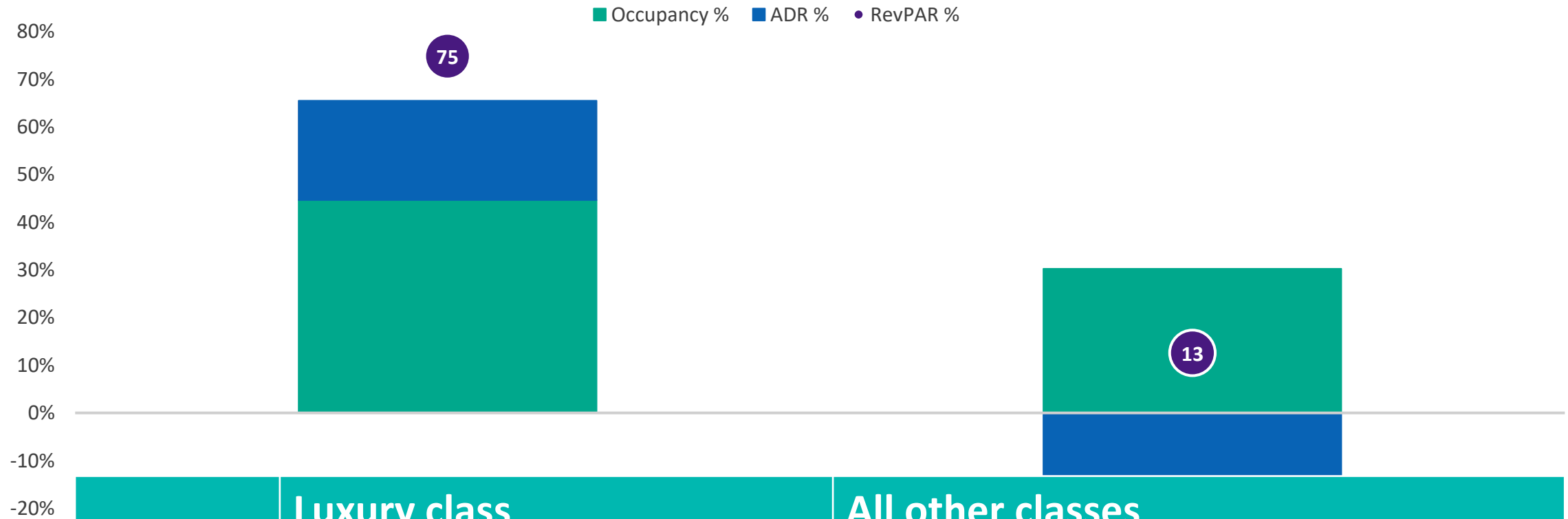
Dubai occupancy smashes the 80% mark in October

Rolling 7 days occupancy (standard) 2021 vs 2019



Dubai Luxury performance skyrockets on ADR

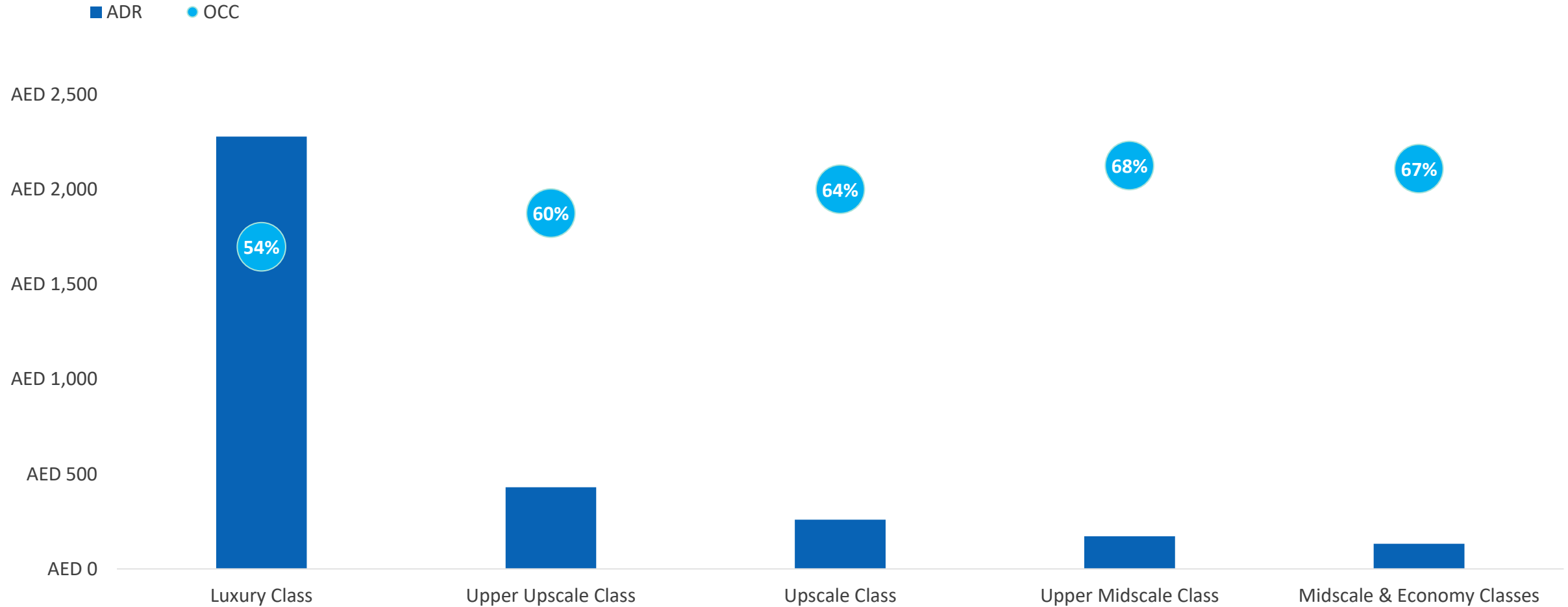
Occupancy, ADR and RevPAR % Changes, AED, Sept YTD 2021



	Luxury class	All other classes
Occ	54%	62.5%
ADR	1278	269
RevPAR	694	168

Dubai Luxury ADR is three times that of Upper Upscale

OCC & ADR, YTD Oct 2021, AED



Dubai

Occupancy

MTD 24
Oct
2021

80.6%
+62.2%

MTD 24 Oct
2019

74.1%

Average Daily Rate

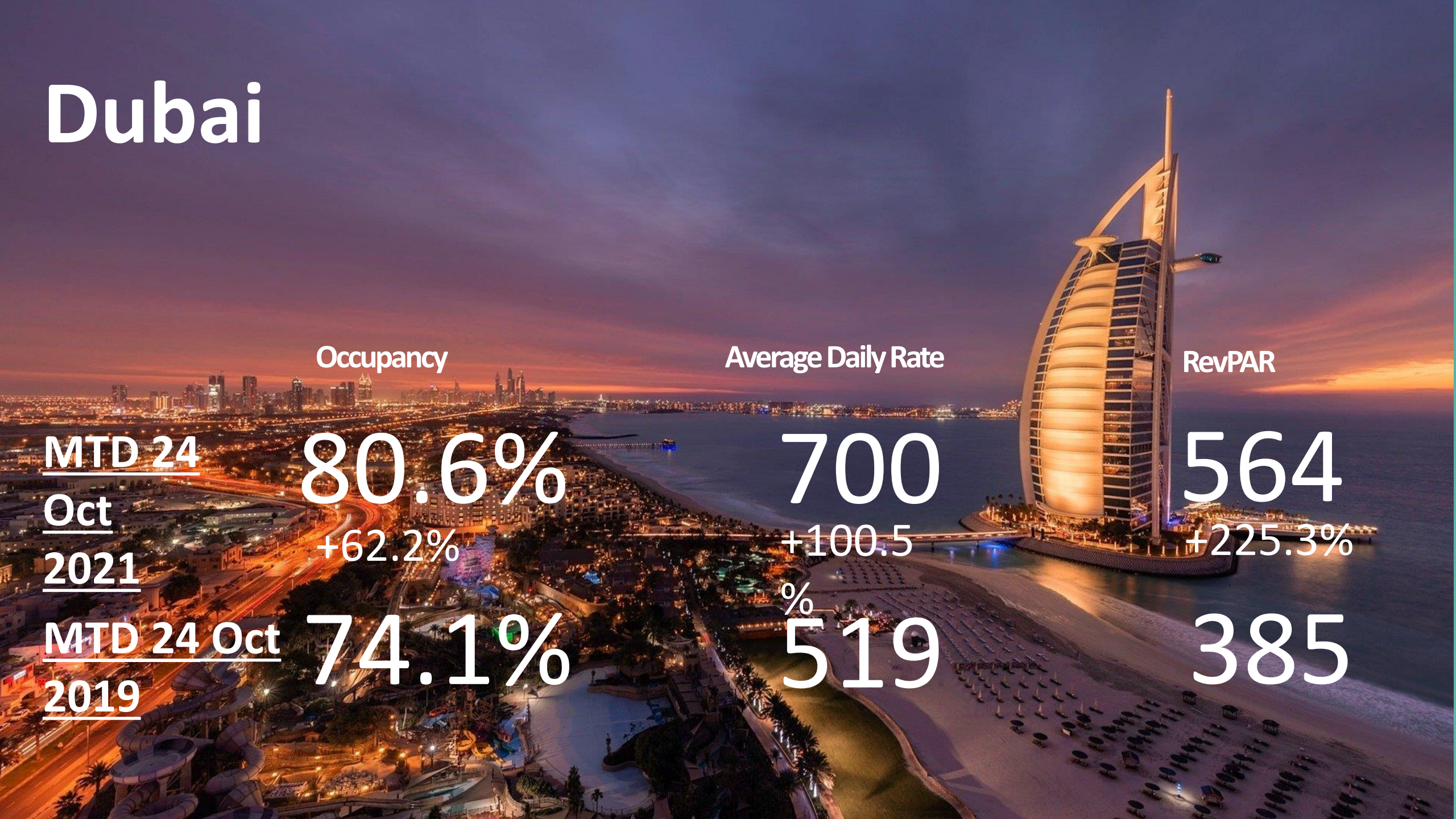
700
+100.5
%

519

RevPAR

564
+225.3%

385



Even with an additional 12k rooms



Year	Number of Hotels	Number of Rooms	Percentage Increase	Number of Hotels Added This Year	Number of Rooms Added This Year
2019	622	123,112	+9%	40	11,184
2020	644	129,593	+5%	30	7,652
2021	660	133,612	+3%	19	4,347





EXPO
2020
DUBAI
UAE

Shanghai

1st May – 31st Oct 2010

Occ:
+39%

ADR:
+30%

Milan

1st May – 31st Oct 2015



Occ:
+17%

ADR:
+27%

Dubai

1st Oct 2021 – 31st Mar 2022

vs 2019

Occ:
+ 4%

ADR:
+ 9%

Abu Dhabi

1st Oct 2021 – 31st Mar 2022

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Occ:
+1.3%

ADR:
+ 3.3%

Dubai

1st Oct 2021 – 31st Mar 2022

vs 2020

Occ:
+ 28%

ADR:
+ 30%

Abu Dhabi

1st Oct 2021 – 31st Mar 2022

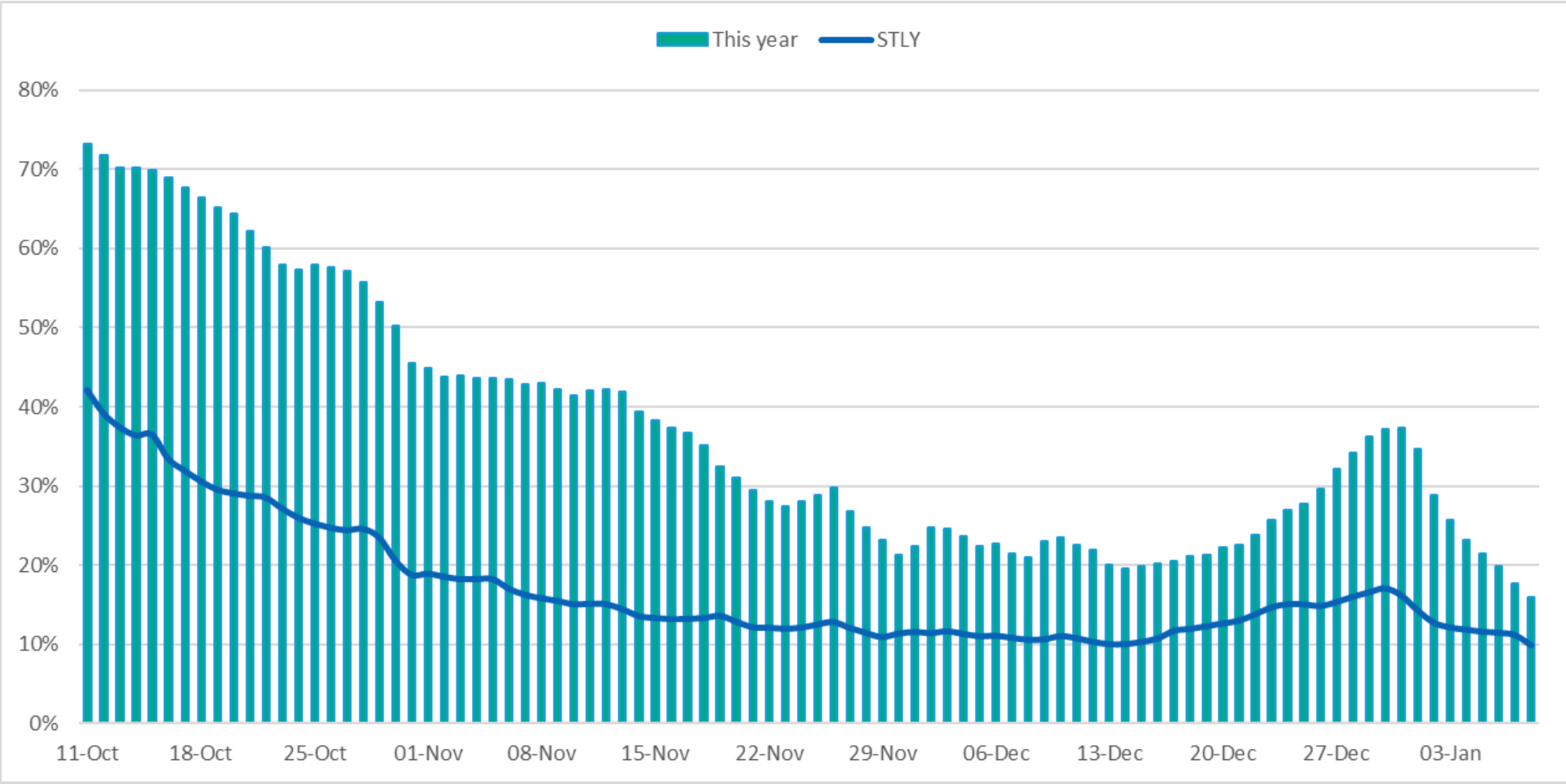
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Occ:
+ 19%

ADR:
+ 39%

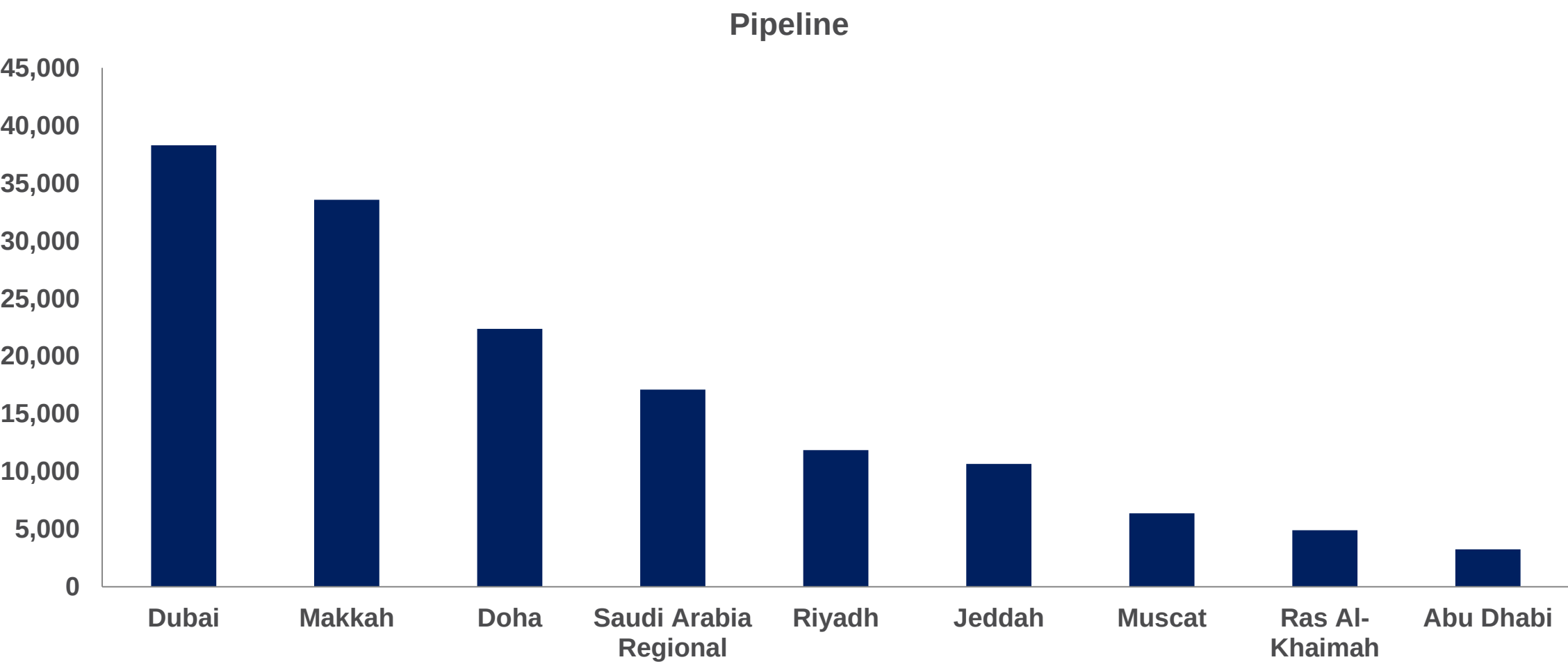
Strong BoB trend to continue, NY almost 40% booked

Dubai, Occupancy on the books TY & STLY for the next 90 days as at 11 October 2021



176,265 pipeline rooms under contract across the Middle East

Pipeline in rooms as of October 2021

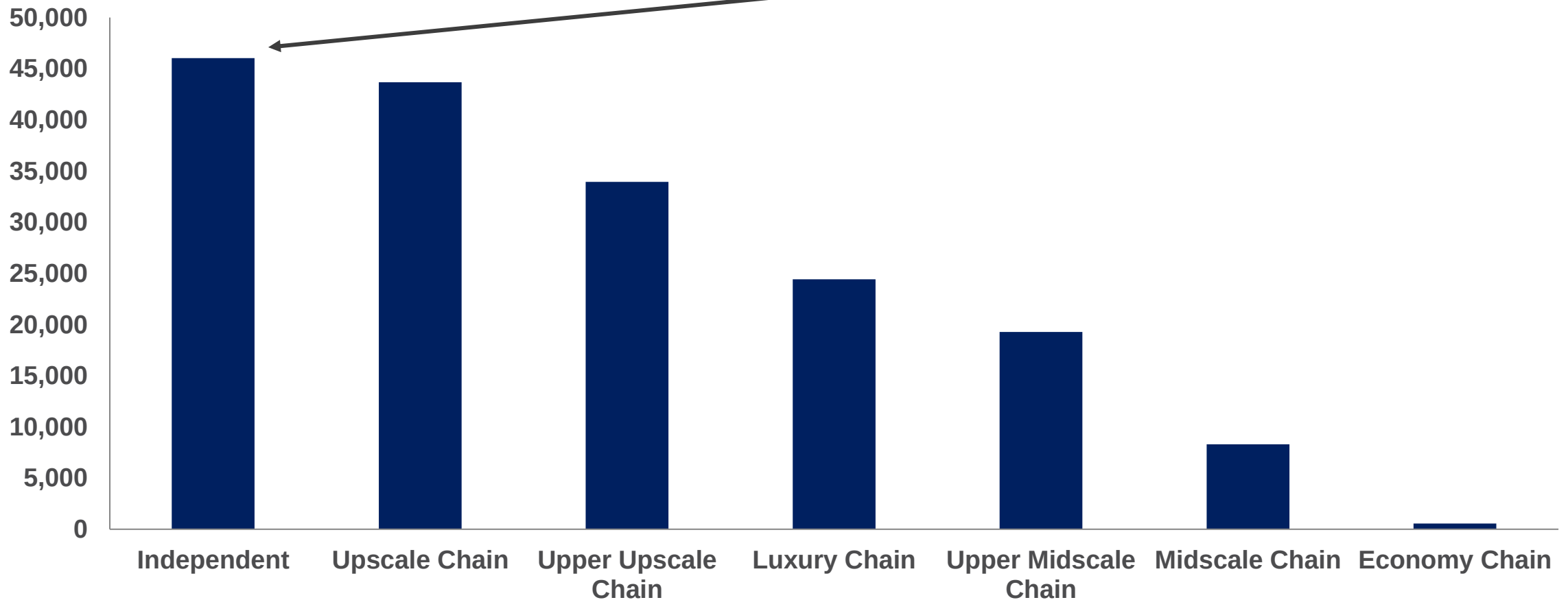


Upscale dominates the pipeline

Pipeline in rooms as of October 2021

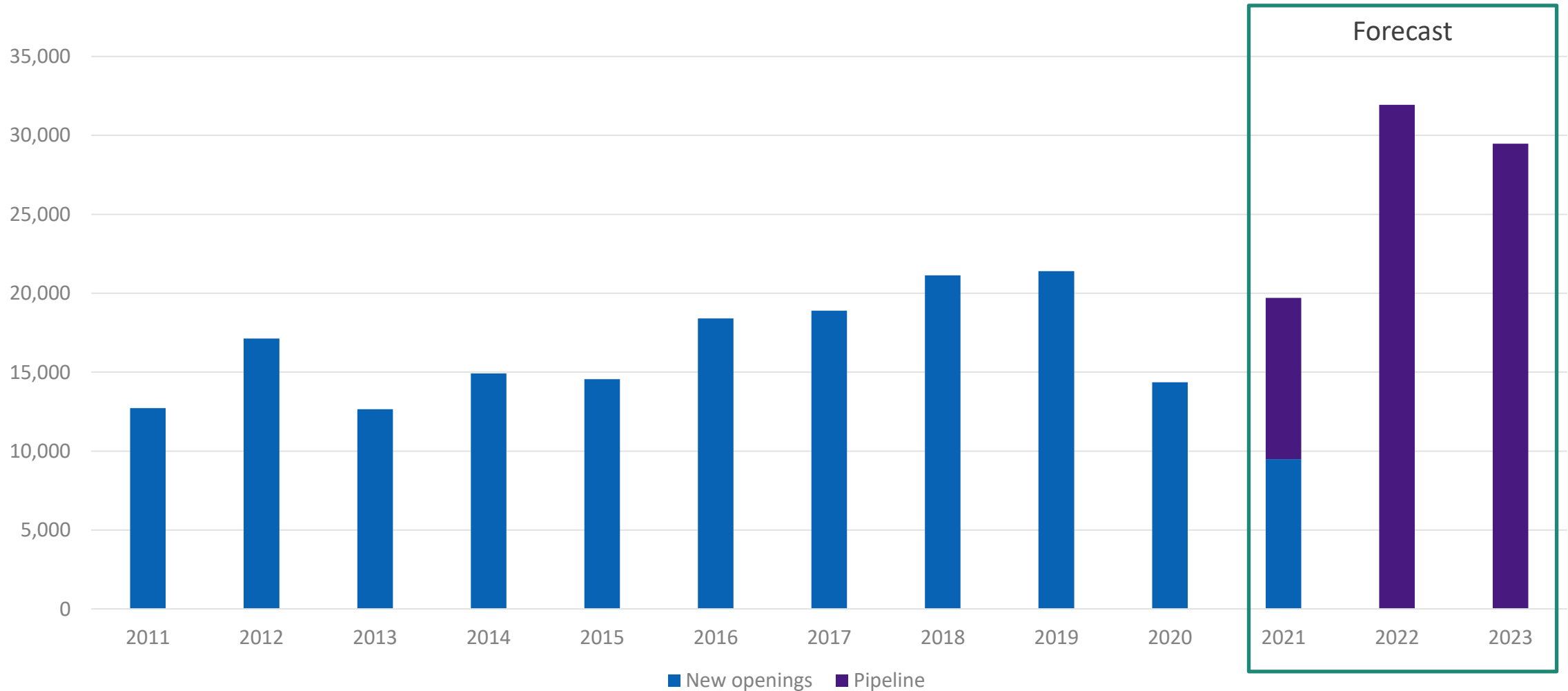


But don't overlook Independent brand conversion opportunities

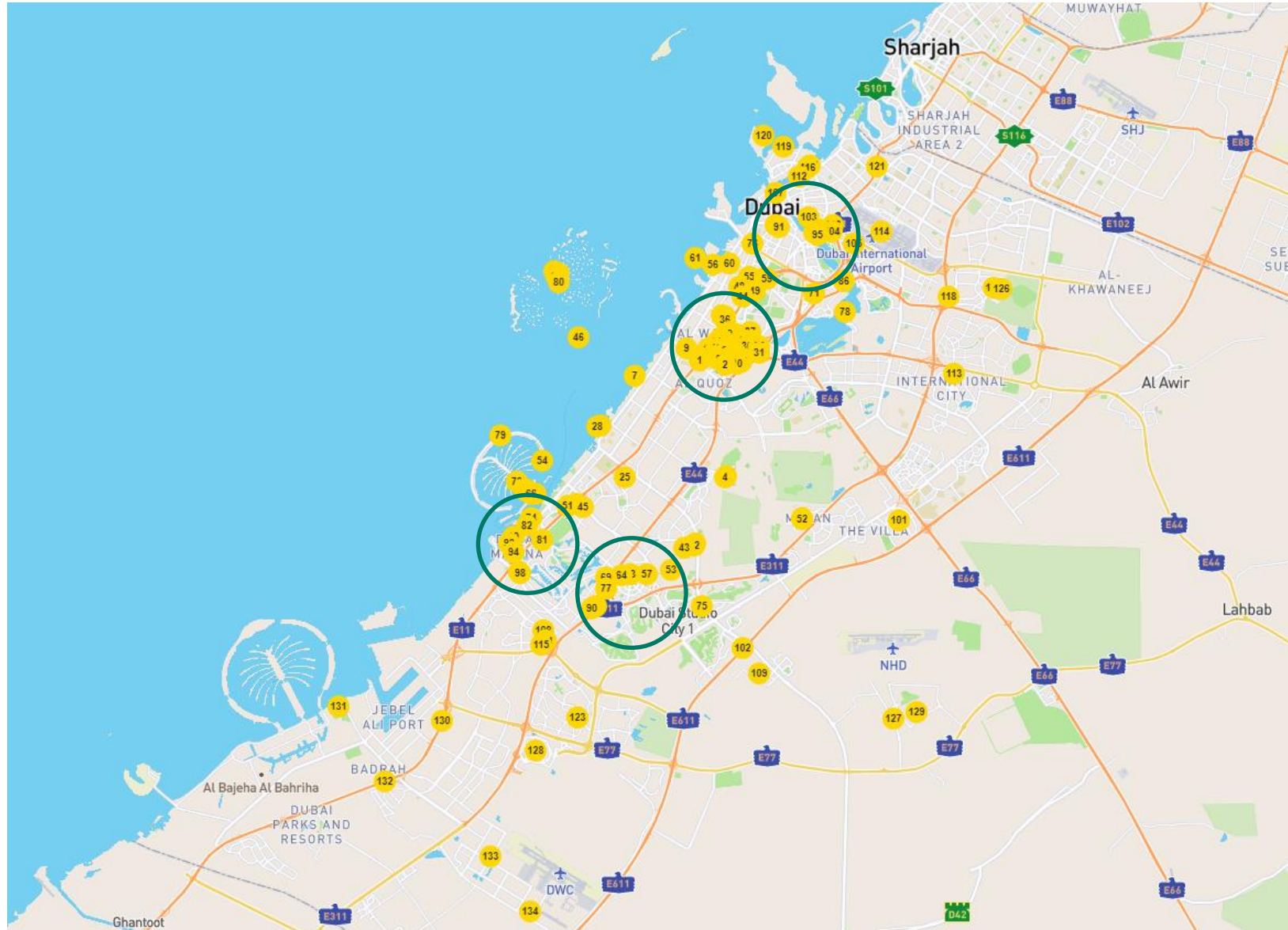


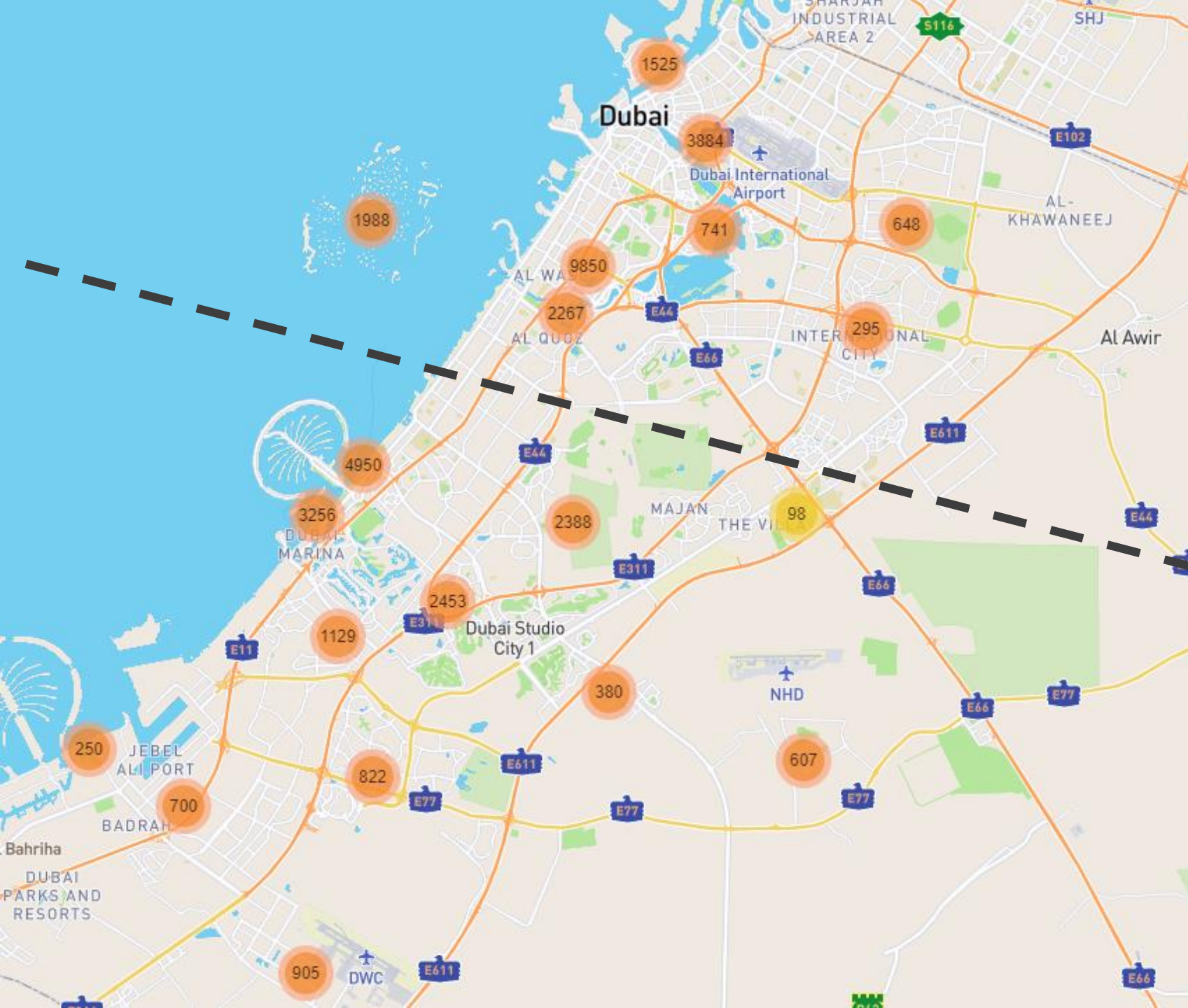
Down but not out – plenty of hotels in the Pipeline...

Middle East, New Openings & Pipeline (Completion & Delay Rates Applied), 2011-23



Dubai pipeline still north heavy



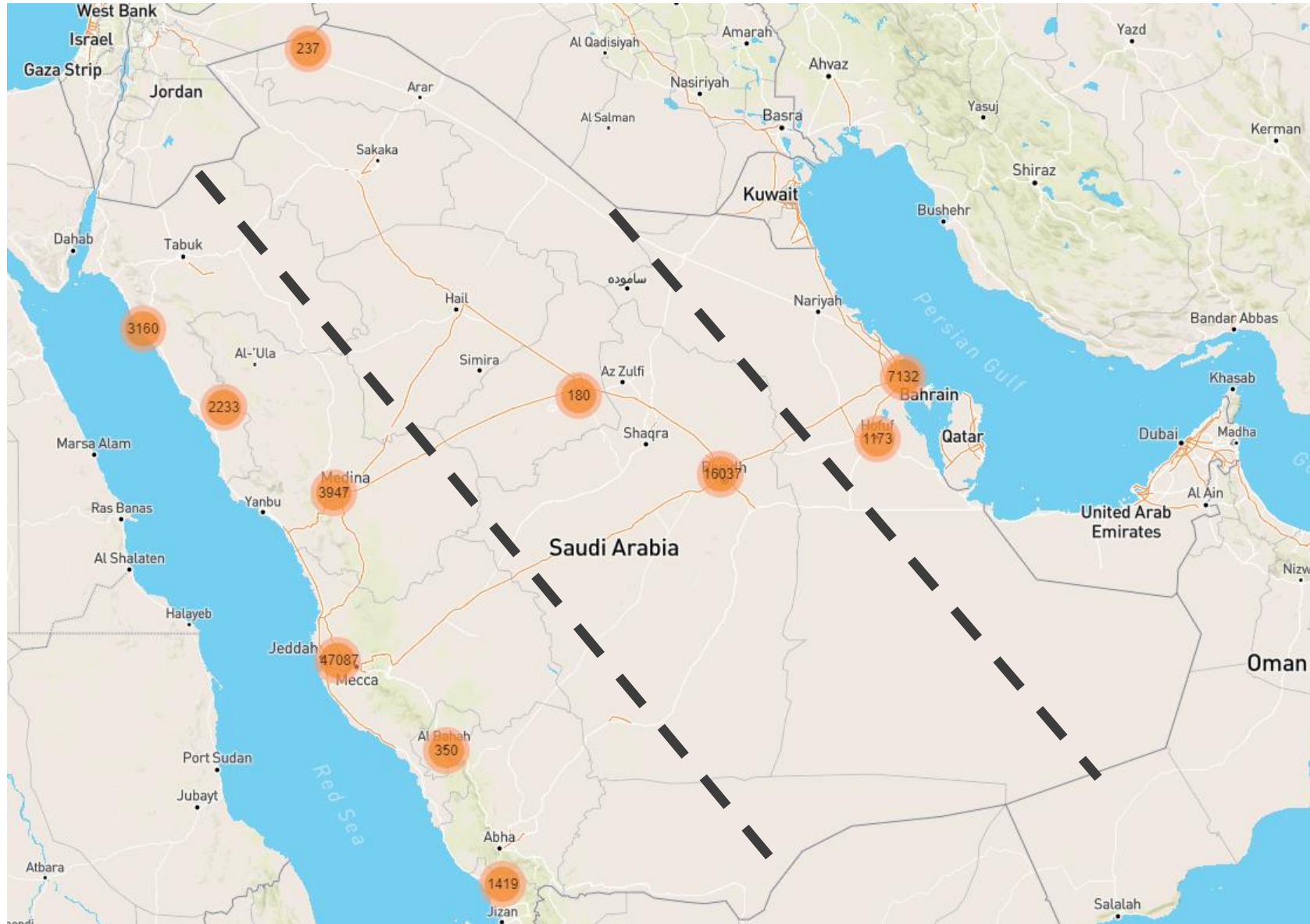


North
21,198 rooms
South
17,938 rooms

Saudi Arabia



Saudi pipeline focused on the west



Eastern provinces

8,305 rooms

Central provinces

16,454 rooms

Western provinces

58,196 rooms

Saudi Arabia Top 10 Brands Pipeline – Oct 2021



		Rooms		Rooms	
1.		4,402	6.		2,390
2.		3,235	7.		2,168
3.		3,137	8.		2,125
4.		2,871	9.		1,853
5.		2,600	10.		1,587

Saudi Arabia – what is in the pipeline by parent company? October 2021



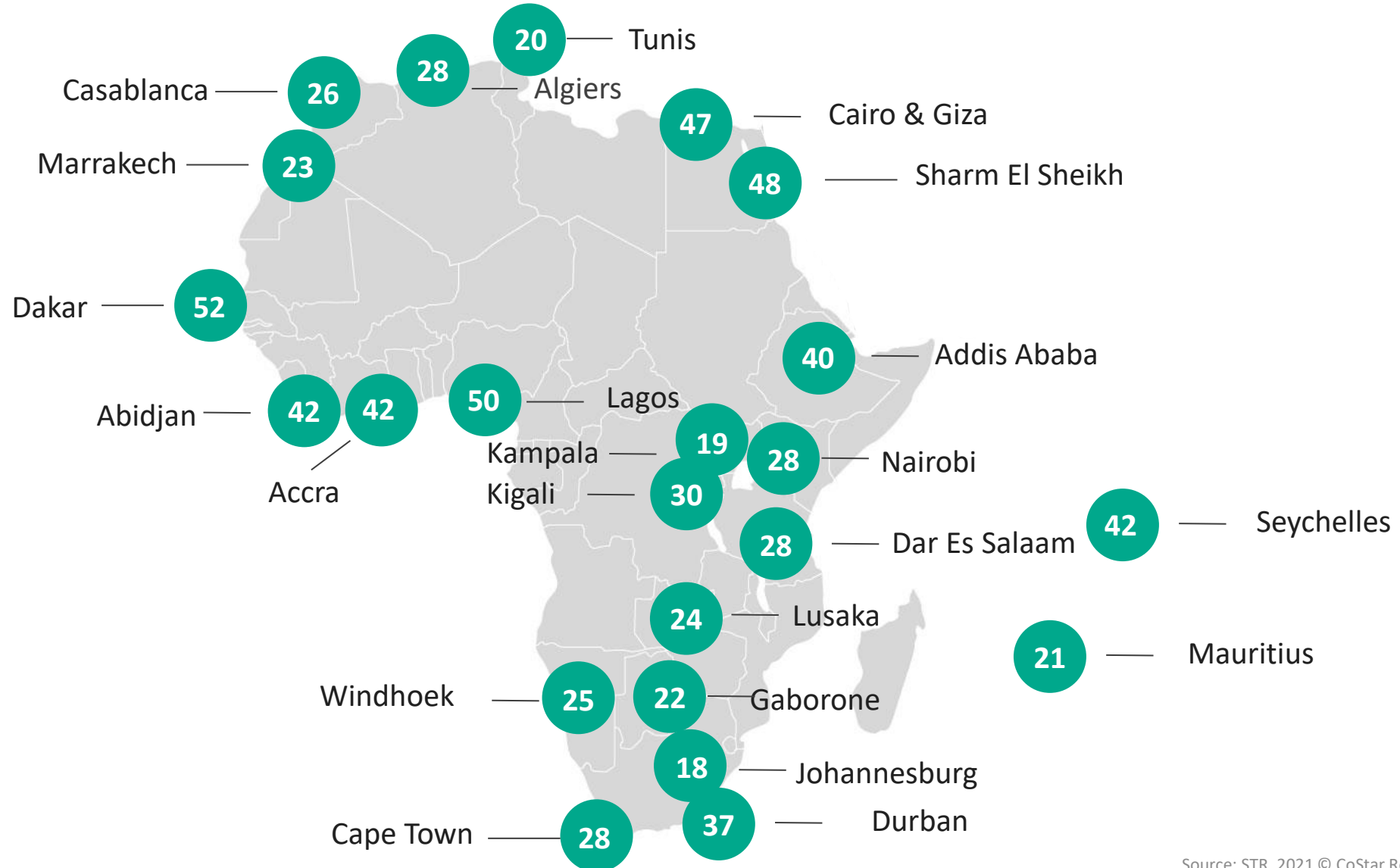
		Rooms			Rooms
1.		12,775	6.		3,103
2.		12,260	7.		1,922
3.		9,685	8.		1,853
4.		6,372	9.		1,398
5.		3,482	10.		1,033



Africa

YTD occupancies still below 50%

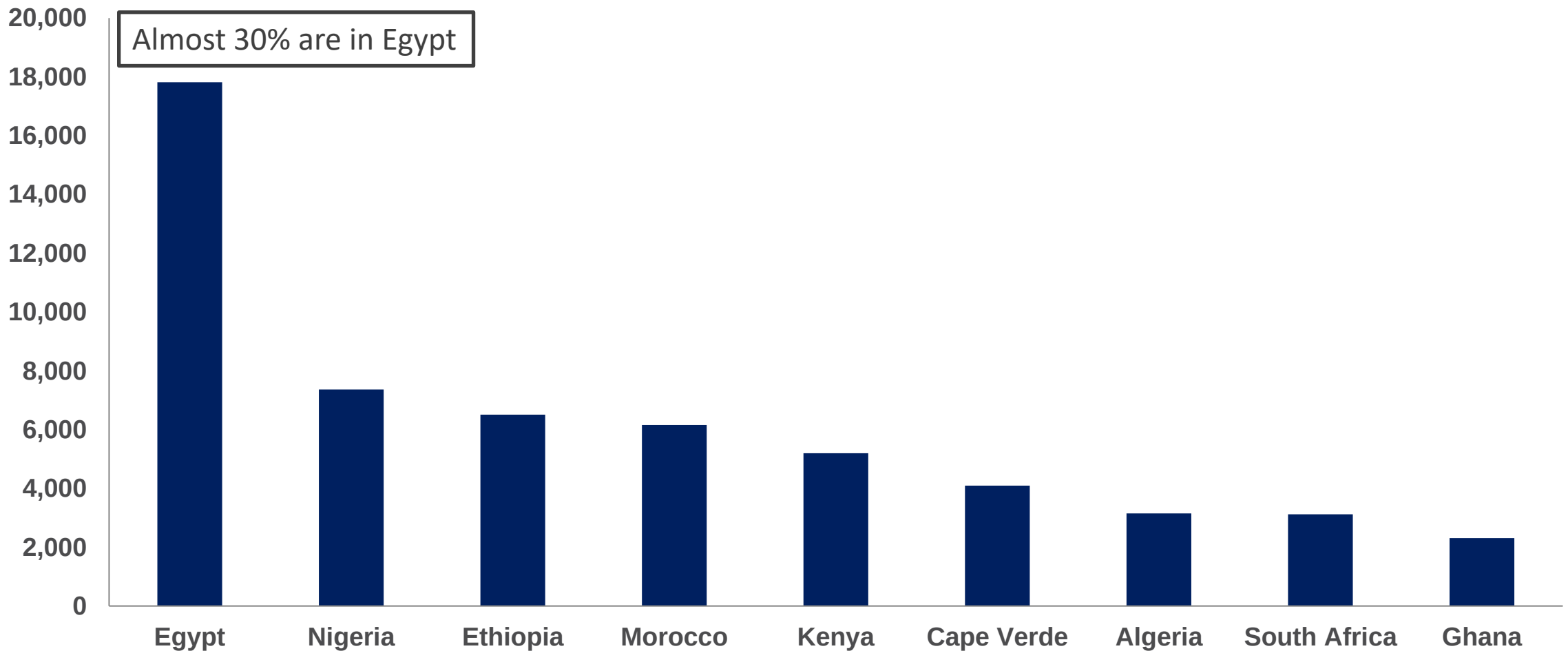
Occupancy (Standard) – Sep YTD 2021



Momentum resumes - 62,000 rooms under contract in Africa



Pipeline in rooms as of October 2021



Global brands continue to enter in 2021



2015 — 2016 — 2017 — 2018 — 2019 — 2020 — 2021 —

Dakar



Cape Verde



Bamako



Conakry



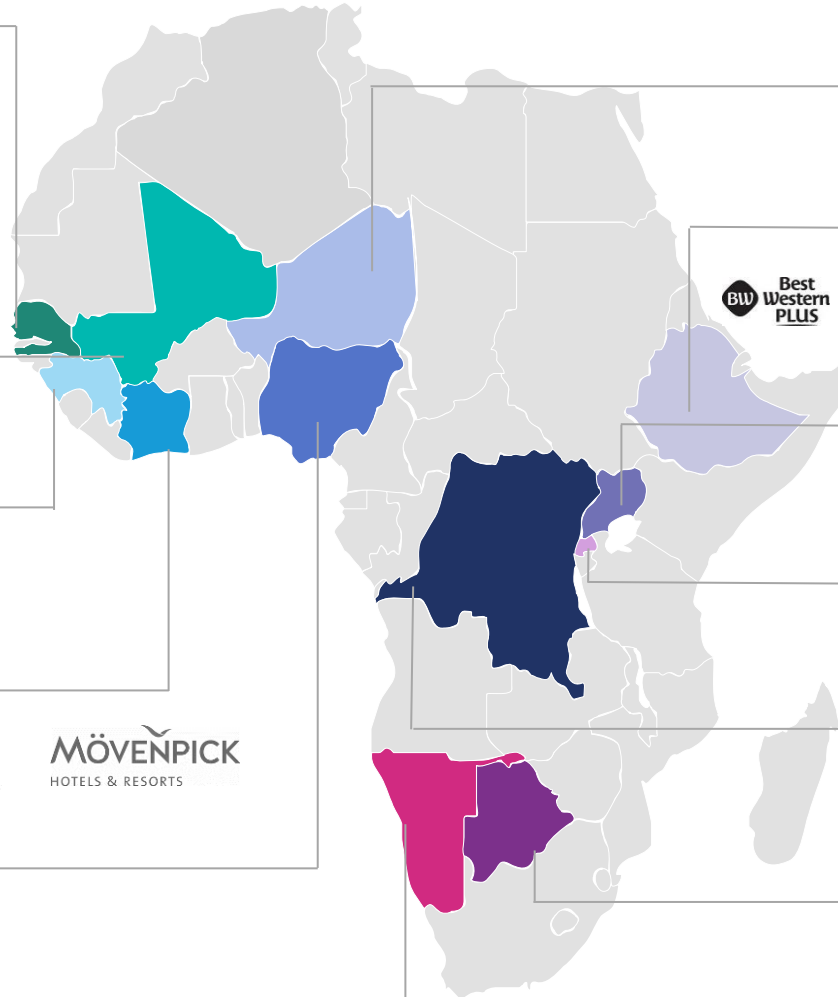
Abidjan



Abuja



Windhoek



Niamey



Addis Ababa



Kampala



Kigali



Kinshasa



Gaborone



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Africa Top 10 Parent Companies Pipeline as on Oct 2021.....

		Rooms			Rooms
1.		15,190	6.		1,935
2.		12,718	7.		1,230
3.		10,610	8.		1,162
4.		3,808	9.	 EMAAR	1,028
5.		2,491	10.	 WYNDHAM HOTELS AND RESORTS	903

Africa Top 16 Brands Pipeline (Planning, Final Planning & Under Construction) as on Oct 2021.....



		Rooms			Rooms
1.		5,313	9.		1,859
2.		2,532	10.		1,783
3.		2,396	11.		1,652
4.		2,191	12.		1,334
5.		2,149	13.		1,289
6.		2,066	14.		1,187
7.		1,960	15.		1,184
8.		1,935	16.		1,113



Thank you

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HOTEL DATA
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